_Project_____Government Affairs___
_____State Legislation

4/2/93

Lead Responsibility: **PM:** Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR:

ETS ❐ FET ■

Time Line:
-Ongoing

Description: Develop listing of state lawmakers who could be helpful in contacting Congress and the Clinton Administration.

Action:

*Pilot Plan called "Public Official Advocacy Program" is being tested in four states - AL, GA, TN, and VA. Goal is to encourage elected officials and key Administration officials to contact members of Congress on FET, as well as, encouraging locally elected officials to write Members as well. Ongoing, but pilot phase should be completed by April 20.

*SLC-Meeting took place 3/22/ DC drafting resolution for submission to SLC Chairman. Appropriate SLC contacts being pursued.

*NGA-Awaiting formal FET announcment

*CSG-DC drafting resolution for submission to Exec. Board. Meeting scheduled for 4/16/93.

*Listing of State legislators pontinuiously being compiled. Need action instructions sample letters and talking points.

-SLC - Initial discussion of meeting set with SLC Chairman to have resolution in place for 4/28-29 SLC meeting set for 3/22.

-NGA - Campbell contacted, Calls to DC Hdqtrs made.

-CARTs-State strategies being defined. Awaiting finalization of which ones are to be actuated/started.

-List of MC's known to State Contractors submitted to WRO.

-ERC & MLC - contacts to be made this week.

-ALEC and NCSL are willing to update state impact studies. Derek Crawford determining cost.

-Contacting Western Legislative Conference of the Council of State Governments to update state impact studies and activate members.

2048582547

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

4/2/93

POTENTIAL CONTACTS:
STATE ELECTED OFFICIALS

REGION VII:

Illinois
- Patrick Quinn - State Treasurer (D)
- Sen. Pate Phillips (R)
- Sen. Laura Kent Donohue (R)
- Sen. J. Bradley Burzyuski (R)
- Sen. Todd Sieben (R)
- Sen. Aldo DeAngelis (R)
- Sen. Thomas Dunn (D)
- Sen. William O'Daniel (D)

REGION VIII:

Kansas
- Sen. Paul Burke (R)

REGION IX:

REGION X:

Arizona
- Rep. Art Hamilton (D)
- Bob Stump (R) - anti-tax; John Mangum.
- John Kyle (R) - anti-tax, but not friendly to tobacco industry. (may be taking on DeConcini); John Mangum.
- Colby (R) - no real influence but JM could approach.
- Coppersmith (D) - probably can't get; he'll go along with Administration; JM and RW would be willing to contact.
- Karen English (D) - needs major help from D.C. to get reelected; probably wouldn't help us; RW is best contact.
- Pastor (D) - used to be very supportive of tobacco issues, has recently distanced himself; both RW and JM have great access but RW may be better.
- DeConcini (D) - Rip was on staff; good contact, but doubtful support of tobacco.
- McCain (R) - JM has contact but "not great"; would need an argument that would say increase somehow negatively affects senior citizens.

2048582548

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

State Legislation
(Continued)

4/2/93

Colorado

- Rep. Paul Schauer (R)

North Dakota

- Sen. Corliss Mushik (D)
- Sen. Steve Tomac (D)
- Kent Conrad is noted as one of Buffy's key contacts. John will talk to him over Congressional Easter Break; however, Al Wolf is also close to Conrad.
- We have contacts with Clinton's Chief of Staff, Burgum, former staffer to C. Burdick.

REGION XI:

Utah

- Sen. Mike Dmitrich (D), Senate Minority Leader.
- Rep. Frank Pignanelli (D), House Minority Leader.

Budget:

2048582549

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Local Elected Officials

4/2/93

Lead Responsibility: **PM:** Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR:

ETS ❐ FET ■

Time Line:
-Ongoing

Description:
Denver Councilwoman Cathy Reynold, Colo. Municipal League Executive Director Sam Mamet

Action:
•A number of NC Mayors have written the White House and Members opposing the tax. We are meeting next week with Richmond Mayor Kenny to ask him to send a letter to the Executive Committee of the VA municipal league asking them to co-sign a letter to the VA Congressional Delegation opposing the FET.
*GA Secy. of Agriculture to meet with Pres. Clinton. Secy. of Ag. agreed to get other Southern colleagues to oppose FET.
-Compile listing of key officials and their organizations.

POTENTIAL CONTACTS:
LOCAL ELECTED OFFICIALS

REGION VII:

REGION VIII:

REGION IX:

REGION X:

Colorado
- Councilwoman Cathy Reynolds (Denver)
- CO Municipal League - Sam Mamet
- Mayor Tauer (Aurora)

2048582550

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Local Elected Officials
(Continued)

4/2/93

North Carolina
- Bill Shalhoob - local restaurant owner; key local leader.
- Mayor John Lindgren (D) - Fargo

REGION XI:

Utah
- Mayor Everett Dahl (Midvale)

REGION XII:

California
- Members of Republican Local Elected Officials (RLEOC)
- Members of CA Elected Association of Democrats (CALEAD)
- San Diego Mayor Susan Golding.
- San Bernadino Supervisor Jerry Eaves

Budget:

2048582551

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Homestate Visits

4/2/93

Lead Responsibility: **PM:** Kathleen Linehan
RJR:

ETS ❐ FET ■

Time Line:
-Ongoing

Description:

Action:
*To begin during Easter Recess - April 2-12, 1993.

Budget:

2048582552

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Administration

4/2/93

Lead Responsibility: PM: Kathleen Linehan
RJR:

ETS ❒ FET ■

Time Line:
-Ongoing

Description:

Action:
*Meeting with Administaive officials week of 3/24/93. (Done)
-MAM in Washington, DC week of 3/15/93 (no meetings were held).
-RWM in Washington, DC for meetings 3/24/93.

Budget:

2048582553

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Government Affairs Coordination w/ Tobacco Coalition

4/2/93

Lead Responsibility: **PM:** Kathleen Linehan
RJR: B. Ogelsby

ETS ❒ FET ■

Time Line:
-Ongoing

Description: Maintain close coordination with House coalition of tobacco members and tobacco state Senators to ensure timely and orderly support. We can supply timely intelligence reports.

Action:
*We've hit upwards to 30 Members of Congress in last two weeks.
- Discuss with Ford. (Done)

Budget:

2048582554

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____DNC / Political Advisor

4/2/93

Lead Responsibility: **PM:** Craig Fuller
RJR: Tom Griscom

ETS ■ FET ❐

Time Line:
-Ongoing

Description: Generate information aimed at raising political concern.

Action:
*Schedule meeting with DNC - Kathleen Linehan.

Budget:

2048582555

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Hill Contacts with Local Lobbyists

4/2/93

Lead Responsibility: **PM:** Kathleen Linehan
RJR:
TI: Walter Woodson

ETS ☐ FET ■

Time Line:
-Ongoing

Description: Bring in local lobbyists to contact key House and Senate members.

Action:
*Industry teams are meeting this week to set up meetings during Easter recess. Due April 13.
-Ellen Merlo is looking at the list and will advise Kathleen Linehan. (Complete).
-Develop a list of PM/RJR lobbyists and who they know on the Hill.
-PM/RJR/TI to develop a joint strategy.
-TI List - Walter Woodson.
-RJR List - Tom Griscom.

Budget:

2048582556

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____White House Coalition

4/2/93

Lead Responsibility: PM: Kathleen Linehan
RJR:

ETS ❒ FET ■

Time Line:
-Ongoing

Description: 1) 32 tobacco Democrats meet with H. Paster from the White House and discuss the excise tax issue week of March 8, 1993. (Done)
*2) Senator Ford sees HRC -postponed.
*3) Tobacco members writing leters to the White House.

Action:
-Governor Hunt calling Rahm Emmanuel

Budget:

2048582557

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs____
_____Briefings to the Hill

4/2/93

Lead Responsibility: **PM:** Kathleen Linehan
RJR: B. Oglesby

ETS ❐ FET ■

Time Line:
-Ongoing

Description:

Action:

Budget:

2048582558

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Governors

4/2/93

Lead Responsibility: **PM:** Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR: Roger Mazingo

ETS ❐ FET ■

Time Line:
-Ongoing

Description: Develop list of Governors who could be helpful in contacting Congress and the Clinton Administration. Determine how best to reach and activate them. Awaiting info. Governor Hunt (NC) setting up Task Forces in thestate to combat excise tax. His group includes venders/suppliers. Governor McWherter (TN) is concerned about impact and is going to meet with President Clinton in March. Governor Wilder calling. Effort to assure current Southern Governors expand to include all 17 SGA members to 1) Urge President against FET and 2) urge Senators and MCs to oppose FET underway. Similar efforts with NGA, DGA, RGA, EGA, MGA, WGA are begining.

Action:

*Jay Poole will meet with Governor Wilder to ask him to call Pres. Clinton and followup with a letter.
*Ed Jenkins (Former MC of GA) is meeting with GA Gov. Miller on 3/31/93.
-Already contacted: Governor Hunt (NC), Governor McWherter (TN), Governor Wilder (VA), Lt. Governor Mary Sue Terry (VA), Governor Jones (KY), Governor Baliles, Judge David Armstrong (AK), Sec. Riley, BTC and tobacco growers.
-Still pending: Gov. Miller (GA), NGA-Romea and Campbell, NCSL - John Sununu and Gov. Walters (OK). Mayor Abramson.
-Governor Waihee will not be contacted at this time because of state level excise tax legislation.

2048582559

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Governors
(Continued)

4/2/93

Action:

-Awaiting contact with Campbell prior to conversation with Romer.
-Contact DGA, NGA, RGA - SGA plan to be finalized this week.
-Remain in contact.
-Provide white papers, talking points and speeches.
-NGA-Initial calls made; contact with Campbell
-Governor Hunt plans to come to Washington, DC in the near future to speak with Clinton about the economic stimulus package and its impact of FET.
-Additional information due week of 3/15/93
(Victor Han) - Governors send message to White House on FET; gain media; coverage
Lead Responsibility: Victor Han, Jay Poole, Burson-Marsteller

Budget:

2048582560

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Senior Management Visits

4/2/93

Lead Responsibility: *PM:* Kathleen Linehan
RJR: B. Ogelsby

ETS ❒ FET ■

Time Line:
-Ongoing

Description: Visits should be made to Congressional leadership and key tobacco members.

Action:
-MAM Washington visit 3/16/93 and 3/17/93.

Budget:

2048825 61

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Government Affairs___
_____Member Assignments

4/2/93

Lead Responsibility: ***PM:*** Kathleen Linehan
RJR: B. Ogelsby

ETS ❐ FET ■

Time Line:
-Ongoing

Description: To ensure that key Members of Congress are covered, member assignments should be made. All staff and contract lobbyists should be assigned members. Reports of the visits should be submitted periodically and in timely fashion.

Action:
*March 28-31 to urge all tobacco democrats to meet with the House leadership on March 31.

Budget:

2048582562

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

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2048582563

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Labor___
_____Strategy - Tax

4/2/93

Lead Responsibility: **PM:** Kathleen Linehan, Ellen Merlo
RJR:

ETS ❒ FET ■

Time Line:
-Ongoing

Description: It is imperative that we maintain union's support. To this end, immediate contact should be made with the head of the BCT and other employee groups affiliated with PM companies. The President of BCT should be solicited to contact his members as quickly as possible and request them to contact the White House and their Members of Congress. The BCT also should arrange a quick meeting with Lane Kirkland and other key figures within labor and secure their support. Once support is solidified, then labor should mount a campaign against the proposal.

Action:

*We are working with BCT Local Officials who will have a booth at the National AFL-CIO trade show in St. Louis. We are working toward developing the capability of generating anti-FET letters on the spot that union members in attendance can forward to their own Members of Congress.
- Deadline: May 17, 1993.
*Constantly in contact with TI Labor Management - Kathleen Linehan
-Contacted by Jay Poole - Has agreed to enlist help of AFL-CIO to support industry position, phone and mail efforts.
-RJR will get readout from us.
-TI may be working on some ads.
-Ellen Merlo and Tom Griscom need to talk to Sam Chilcote.
-Dinner with BCT president on 3/10/93 by WIC, KML. (Done).

Budget:

2048582564

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582565

Confidential

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____TI Coordination___
_____TI Lobby Plan

4/2/93

Lead Responsibility: **PM:** Jay Poole, David Nicoli
RJR: Randy Thompson
TI: Bob McAdams

ETS ■ FET ■

Time Line:
-Ongoing

Description: Coordinate all tobacco lobbyists through TI. This is no time for anyone to freelance. Although TI does not have all the tobacco companies in its membership, this may be the time for outreach - all companies employ people, have plants, etc.

Action:

*Meeting of the inter-company/TI group onTuesday April 6.
*First meeting with McAdams for TI held on March 25; second meeting set for April 16.
-Briefing for Bill/Jim/Andrew.
-Strategy to be worked out by Craig Fuller or Craig Fuller and Tom Griscom.
-After strategy worked out, logistics of coordination must be established by RJR/PM Team.
-Designate group on FET strategy/one representative from PM/RJR/TI to coordinate "all" activities (linking all groups) reporting to Core Group.
-Decide on representatives from each company.
-Ellen Merlo to make assignment of PM coordinator/strategist.
-Tom Griscom to deliver message to TI.
-Jay Poole named as PMUSA Representative -has been communicated to TI (Merlo).
-David Nicoli - WRO Representative.-has been communicated to TI (Merlo).

Budget:

2048582566

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____TI Coordination___
_____TI Educational Packet

4/2/93

Lead Responsibility: PM: Ellen Merlo, Kathleen Linehan, Jay Poole
RJR: Tom Griscom, B. Oglesby

ETS ■ FET ■

Time Line:
-Ongoing

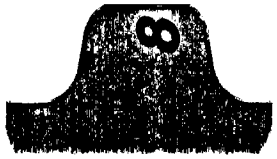
Description: TI is developing information packets and briefing papers for ETS and Excise Tax issues.

Action:
*Meeting of the inter-company/TI group onTuesday April 6.
-Revise and approve materials.
-Burson-Marsteller should get "info kits" of FET & ETS packages together for Philip Morris. -Jay Poole will coordinate.

Budget:

2048582567

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000



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Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Science

Publicly Challenge EPA Science

4/49/93

Lead Responsibility: **PM:** Steve Parrish, Jim Boland
RJR: Tom Griscom

ETS ■ FET ❐

Time Line:
-Due April 1, 1993

Description: Consider a press conference to challenge EPA Risk Assessment, or an open letter to the new EPA Administrator.

Action:
-Evaluate basis for a new challenge, due: 4/1/93.
-Burson-Marsteller.
-Work being done with Manhattan Institute.
-Scientific organization on how Risk Assessments done: cellular phone, ETS and others.
-Stanford Research Institute to review EPA statistics (Steve Parrish to work on who has contacts with Stanford).

Budget:

2048582569

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Science

Reexamine ETS Study

4/2/93

Lead Responsibility: **PM:** Tom Borelli, Jim Boland
RJR: Sears Strawker, Mary Ward

ETS ■ FET ❐

Time Line:
-Ongoing

Description: Maintain an ongoing review of ETS studies and findings and present a case for a reexamination of ETS at EPA.

Action:

Budget:

2048582570

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Science

Science Spokesperson

4/2/93

Lead Responsibility: **PM:** Tom Borelli — Burson-Marsteller
RJR: — APCO

ETS ■ FET ❐

Time Line:
-Searching

Description: Identify one or more scientists willing to speak on the ETS subject in support of our position. Place them in speaking opportunities.

(Victor Han) Free up TI scientists; identify others for media
Lead Responsibility: PM: Victor Han, Steve Parrish Burson-Marsteller
RJR:

Action:
-Still looking

Budget:

2048582571

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Science_____
_____Presentation to OSHA on ETS

4/2/93

Lead Responsibility: **PM:** Denise Keane, Jim Boland
RJR: Mary Ward

ETS ■ FET ❐

Time Line:
-TBD

Description: Develop a presentation on ETS to make to OSHA.

Action:
-Denise Keane will contact.
-Should unions take lead?

Budget:

2048582572

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582573

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Research_____ _____Studies

4/2/93

Lead Responsibility: **PM:** Lance Pressl, Derek Crawford
RJR:

ETS ■ FET ■

Time Line:
-Ongoing

Description: There are 5 studies under development that could have a bearing on the debate: (1) the LULAC health care financing study (Done-March 25); (2) the Committee for a Responsible Federal Budget's health care cost containment study (Rollout-April 12); (3) CART's updated Regressivity Study and Macro Jobs Impact Study (Done-March 15); (4) Economic Policy Institute study on regressivity of the current health care financing system (Rollout-April7); and (5) The Council of State Government's study on diminishing tax receipts. It is important to express the findings to the media and public in layman's terms so that the message is not lost in an academic debate.

Other available studies, research and technical assistance. Impact Sheets & Visual Support. $2/Pack Argument/Information Sheets: National/State by State. Studies by third parties: Council of State Governments: Diminishing Return of Excise Taxes: A. Philip Randolph Institute: Impact of Taxes On African-American, Health Care Financing, American Agricultural Movement: Impact of Excise Taxes On Rural American; National Conference of State Legislatures: Effect of FET Changes on Women, Minorities and the Middle Class; Excise Taxes in the American Fiscal System; Congressional Budget Office: Rising Health Care Costs; National CART: Regressivity & Jobs Analysis; Institute for Research on the Economicsof Tax: Social Costs; Public Policy, and Freedom of Choice. State-Specific And InternalStudies: Geo-Political Mapping Analyses, Regressivity Studies, and Fiscal Conditions.

Action:
-Looking at "backout" of $24 billion social costs figure. (In process with PM/TI)
-Evaluating studies and determining if more are needed.
(Do we need to Commission any other studies?)
-May be doing research on FET.
-Need to get material from TI so we can evaluate; Washington Office should get what's there.
-We want to look at large media component.
-Tally points.

Budget:

2048582574

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Research Position Papers

4/2/93

Lead Responsibility: PM: Lance Pressl, Jim Boland
RJR:

ETS ■ FET ■

Time Line:
-Ongoing
-ETS - Due week of March 29, 1993

Description: A series of position papers or "White Papers" needed on the ETS and excise tax issues. Assign writers to complete the following:
•Write paper on EPA Science as it relates to electromagnetic fields (EMF), diesel, and chloride in water (in process).

Action:
-White paper on ETS/EPA will be completed by 3/22. The paper will be targeted for a state legislative audience.
-An informational video on PM's position on EPA/ETS issue has been prepared and made available to government affairs staff (PMUSA, WRO, PMI).
-Economic Impact Analysis - Federal (done).
-$2, $1, .50 (done).
-Need to have TI coordinate "all" white papers with PM/RJR.
-We will see drafts week of 3/15/93.

Budget:

2048582575

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Research

Niagara Institute

4/2/93

Lead Responsibility: **PM:** W. Burrell, Matt Winokur
RJR:

ETS ❒ FET ■

Time Line:
-Ongoing

Description: This Canadian group has developed a study of the tobacco issues in Canada. This report needs to be finalized and/or excerpts need to be made public.

Action:
-Report needs to be completed A.S.A.P.

-Statement by institute director needs to be drafted and released A.S.A.P.

Budget:

2048582576

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Research____
_____Wirthlin Group Presentation

4/2/93

Lead Responsibility: **PM:** Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Completed

Description: Arrange a presentation on research to compare findings with Reynolds.

Action:
-Share ETS tracking information / Done.
-Share RJR attitude survey document / Due 3/10/93.
-Share results as available.
-Breglio survey results to be shared.

Budget:

2048582577

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582578

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Legal

Legal Briefings on ETS

4/2/93

Lead Responsibility: *PM:* Denise Keane
RJR: M. Ward, W. Ukatz

ETS ■ FET ❐

Time Line:
-Week of March 22, 1993

Description: Legal should provide guidance for companies on the ETS issue. Once completed, distribution to key business leaders will be made on a CEO/CEO level or General Counsel/General Counsel.

Action:
-RJR putting something out.

Budget:

2048582579

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Legal
Growers' Law Suit

4/2/93

Lead Responsibility: **PM:** Steve Parrish, Kathleen Linehan
RJR: W. Ukatz

ETS ■ FET ❐

Time Line:
TBD

Description: Consideration is being given to supporting the tobacco growers with a law suit against the EPA with regard to the ETS Risk Assessment. Also, raise money from third parties.

Action:

*Lawyer's conference call with RJR on 3/30.
-Finalize complaint / Due: week of 3/8/93.
-Review with RJR / Due: week of 3/8/93.
-Participate in Grower's legal fund to pay for suit (assuming we go forward).

Budget:

2048582580

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582581

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____Pro Active Media

4/2/93

Lead Responsibility: PM: Tom Borelli / Richard Hines Consulting
RJR:

ETS ■ FET

Time Line:
-Ongoing

Description: Generate news stories, editorials and commentaries critical of the EPA Risk Assessment and unreasonable smoking ban legislation.

Action:
*Results 4/1/93
*Joe Perkins - San Diego Union.
*Lanie Izumi - Sacramento Union.
*National Review editorial.

Budget:

2048582582

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__ _____ Watchdog Efforts

4/2/93

Lead Responsibility: PM: Victor Han
RJR:

ETS ■ FET ❐

Time Line:

Description: Identify and design communications plan for watchdog groups.

Action: Radio syndicators contacted; developing 60 second test spot and longer piece test for weekend public affairs programming; meeting with principal this week; deciding frequency of delivery.

Budget:

2048582583

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____ Op - Eds

4/2/93

Lead Responsibility: **PM:** Victor Han
RJR: Mara Payne

ETS ■ FET ■

Time Line:

FET: Submit lists, initial drafts of op-eds to Tom Humber (B-M) week of April 12, 1993.
*Finalize plans week of April 19, 1993.
*Initiate program week of April 26, 1993.

ETS: *Submit lists, initial drafts of op-eds to Tom Humber (B-M).
*Finalize plans week of April 5, 1993.
*Initiate program week of April 26, 1993.
-Ongoing.

Description:

Action:

FET: *Proactive Op-ed placement in selected hometown newspapers of key legislators.
*Strategically cc: certain legislators, appointed officials.
*Develop defensive op-eds for response to negative editorials.
*Utilize media trained activists and smoker organization spokespersons.

Next Steps:

*Identify hometown (district) newspapers of key legislators.
*Ascertain proposed content.
*Establish writing responsibilities.
*Draft op-eds, message points.
*Draft LTE's to support op-eds.
*Identify authors, proactive/reactive.

2048582584

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Op - Eds
(Continued)

ETS: *Jim Ramsay sample op-eds were distributed to group for review.
*Group agreed to review available ETS material and make recommendations at next meeting.
*Proactive Op-ed placement in selected national, state/state capitol and local newspapers.
*Strategically cc: certain legislators, appointed officials.
*Develop defensive op-eds for response to negative editorials.
*Utilize media trained activists and smoker organization spokespersons.

Next Steps:

*Identify newspapers of key legislators, appointed officials.
*Ascertain proposed content.
*Establish writing responsibilities.
*Draft op-eds, message points.
*Draft LTE's to support op-eds.
*Identify authors, proactive/reactive.

Budget:

2048582585

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____TV Talk Shows

4/2/93

Lead Responsibility: **PM:** Victor Han
RJR: Mara Payne, Roger Ailes

ETS ■ FET ■

Time Line:
-Review week of March 22, 1993

Description: America and the Administration are being run on talk shows.

Action:
-Counter talking points.
-Monitor talk shows.
-Find shows where we can deliver our message.

Budget:

2048582586

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____LTE's

4/2/93

Lead Responsibility: *PM:* Victor Han
RJR:

ETS ■ FET ■

Time Line:

FET: -Contact lobbyists, activists, PM/RJR sales forces to review their role for expanded media monitoring by April 2, 1993.
-Submit final plan for review April 12, 1993.
-Initiate program week of April 5, 1993.

ETS: -Submit lists, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.
-Contact lobbyists, activists, PM/RJR sales force to review their role for expanded media monitoring by April 2, 1993.
-Submit final plan for review April 12, 1993.
-Initiate Program week of April 5, 1993.

Description:

Action:

FET: -Proactive LTE's targeted at hometown (district) newspapers of key legislators.
-Strategically cc certain legislators, appointed officials.
-Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
-Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:

-Identify hometown (district) newspapers of key legislators.
-Ascertain proposed LTE content per targeted legislator.
-Establish writing responsibilities.
-Draft proactive LTE's.
-Submit lists, conduct LTE content analysis, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.

2048582587

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

LTE's
(Continued)

ETS -Proactive LTE's targeted at key opinion creating newspapers/ publications (national/state/local) of targeted elected officials/ appointed officials.
-Strategically cc: certain legislators, appointed officials.
-Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
-Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:
-Identify newspapers/publications.
-Ascertain proposed LTE content.
-Establish writing responsibilities.
-Identify authors for LTE's, proactive/reaction.

Budget:

2048582588

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____Press Package

4/2/93

Lead Responsibility: *PM:* Vic Han / Burson-Marsteller
RJR: Mora Payne

ETS ■ FET ■

Time Line:

FET: -Submission due March 31, 1993
-Plans finalized week of April 12, 1993
-Initiate Program week of April 5, 1993
-Review week of March 22, 1993

ETS: -Submission due March 31, 1993
-Plans finalized week of April 12, 1993
-Initiate Program week of April 5, 1993

Description: Design a press kit for use with media on ETS issues. Also, design press kit on Excise Tax issue.

Action:

FET -Press Packages will be multi-use, modular press/ information packages that can be tailored for different audiences.
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

-Submit to all group members already existing materials to be considered for modular elements of package.
-Submit suggestions for other materials that must be created, developed or researched.
-Tom Humber (B-M) will collect, maintain and catalog submissions.
-PM to generate./Done.

2048582589

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Press Package (Continued)

4/2/93

ETS: -Press package will be multi-use, modular press/information packages that can be tailored for different audiences.
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

-Contact APCO, request refined ETS messages by audience; distribute to group.
-Distribute to APCO and all group members already existing materials to be considered for modular elements of package.
-Based on existing package APCO submissions, group submits additional materials, suggestions, etc. to Tom Humber (B-M).

Budget:

2048582590

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__ _____Plan Ad Campaign

4/2/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Ongoing

Description: Develop ad copy for review, testing and approval by senior management.
•Roger Ailes - Real people affected by taxes.

Action:
-Roger Ailes meeting (Done).
-Roger Beahm to have ETS and FET ad concepts in ten (10) days.(Done).
-Ads ready to review on April 1, 1993.
-Legal review.

Budget:

2048582591

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Media / Communications
Radio Talk Shows

4/2/93

Lead Responsibility: **PM:** Vic Han, Burson-Marsteller
RJR: Mark Smith

ETS ■ FET ■

Time Line:

FET: *Submit recommendations week of May 10, 1993.
*Submit final plan week of May 17, 1993.
*Initiate program May 24, 1993.

ETS: *Submit recommendations week of May 10, 1993.
*Submit final plan week of May 17, 1993.
*Initiate program May 24, 1993.

Description: Develop list of select radio talk shows we should reach and schedule briefings. In addition to major, national radio talk shows, radio is having a big impact on local as well as national debates at the local level as well. We should look to influence both the big opportunities as well as develop an overall market-by-market, state-by-state capability.

Action:

-Follow-up on Rush Limbaugh
-Materials sent by RJR week of 3/1/93

1. <u>Identify Radio Talk Shows & Talk Radio Shows</u>

Goal: Use radio effectively to get our message across.

- Determine national and market-by-market radio talk shows (programs in which the host dominates or interviews people of interest). Also identify the radio call-in (Talk Radio) shows in which interested listeners can often determine the topics. Create computer data to easily access radio opportunities by market, subject and format.

  Time line: <u>TBD</u>

2048582592

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Radio Talk Shows
(Continued)

- Geographically match spokespersons (see "Promote Speakers in Local Markets" part of overall plan) to radio talk show list.

  Time line: TBD

2. Briefings With Key Radio Talk Shows

- Provide producers of key shows with materials to influence selection of topics, guests and messages.

  Time line: TBD

3. Reaching Talk Radio

- Provide spokespersons (see "Promote Speakers" section of plan) with materials and lists of talk shows, and encourage call-ins.

- Use other activists to increase calls to radio shows, to influence selection of topics and to increase chance of getting messages across.

  Time line: TBD

(Special Note to TCG: As you may know, working with WKA, we have already begun developing talk radio. We are planning to match our media trained activists against the list and provide listings of talk radio, along with talking points, etc. Additionally, we were planning to do a special insert into the next alert going to the 2,000 Smoker Write club activists, encouraging them to send us a list of local talk shows...eventually providing them with talking points, etc.)

FET:

*Reinforce "press" efforts with national and local radio talk show opportunities.
*Expert third parties and media trained activists will be principal participants.

Next Steps:

*Identify stations/shows/formats B-M will provide March 31, 1993.
*Identify appropriate topics/spokespersons.
*Pitch topic selection/guests.
*Media train spokespersons.
*Schedule programs.
*Support industry spokespersons via call ins to show.
*Tape programs for analysis and revision.
*Alert selected media.

2048582593

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Radio Talk Shows
(Continued)

ETS:

*Reinforce "press" efforts with national and local radio talk show opportunities.
*Expert third parties and media trained activists will be principal participants.

Next Steps:

*Identify stations/shows/formats B-M will provide March 31, 1993.
*Identify appropriate topics/spokespersons.
*Pitch topic selection/guests.
*Media train spokespersons.
*Schedule programs.
*Support industry spokespersons via call ins to show.
*Tape programs for analysis and revision.
*Alert selected media.

Buget: TBD

2048582594

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____Promote Speakers in Local Markets

4/2/93

Lead Responsibility: **PM:** Victor Han Burson-Marsteller
RJR: Mark Smith

ETS ■ FET ■

Time Line:

*ETS: Submit final plan April 30, 1993
(With most if not all of the John Boltz submissions in place if given the go ahead to proceed.)

Description: Design a speakers program and place identified spokespeople in local markets designed to attract some press attention.

Action:

1. <u>Identify Potential Speakers in Each Market</u>

Goal: Effective, credible speakers, representing different interests, (i.e. business/jobs/economy/consumer/individual rights, etc.) in each of 50 states, with speakers in every major market, including state capitals.

- PM/RJR's trade relations/government relations/public issues immediately begin contacting and recruiting potential spokespersons - retailers, wholesalers, suppliers, growers, smokers' rights activists.

Time line: Names of recruits to Joint Task Force week of: <u>TBD</u>

2048582595

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Promote Speakers in Local Markets
(Continued)

(Special Note to TCG: 1)As you know, we have 200 media trained activists in the field. Prior to this project, we were working on plans to fully activate all of these people. How we plan to work with these folks is outlined on page two. 2) At our request RJR trade relations will, at their meeting next Wednesday in Washington, ask the AWMA wholesalers to provide a list of their "Go To" people in every state who would be willing to serve in this role. The plan we were working on called for us to prepare a news release for each of 50 states on the economic impact of the FET. One objective was to provide Tommy Payne with some clips from home districts.

2. Issue Training & Media Training

- Determine material needed for issue training. If none exists, immediately develop talking points, palm cards, Q&As and briefing book. Otherwise use what is available.

- Determine which spokespersons need media training. Conduct media training, as needed. (Note RJR allied forces training already scheduled.)

  Time line: TBD

3. Building Awareness & Credibility - Communications Effort

Goal: News media will recognize our spokespersons as source for accurate, timely and credible information on FET/ETS. Work with media.

- RJR/PM puts editorial effort into high gear developing op-eds, letters to editor, news releases, talking points, backgrounders - generic and state/market specific - for use by each spokesperson.

  Time line: TBD

(Special Note to TCG: 1) As mentioned on page one, we were planning to distribute a news release through each statewide smokers' rights spokesperson. A generic piece would be provided to each Field Coordinator, along with state specific date; FC's would work with each spokesperson. 2) For industry spokesperson - wholesalers and retailers that RJR Trade Relations identifies, we are working on plans for distribution on economic impact in each state. We are exploring the possibility of working with each state spokesperson but faxing the release ourselves in a highly organized fashion using faxing services. Cost would be about $1.10 per release, which would probably go to a total of 7,000 nationwide media outlets.

2048582596

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Promote Speakers in Local Markets
(Continued)

If I understand our RJR/PM mission correctly, we will determine who will do what, and how best to split the work and cost.

- Outreach: Each spokesperson will be given a list of all media in area. Where feasible, spokesperson will schedule brief one-on-one meetings with reporters/editors to introduce themselves and leave information. Key media not reached will be mailed a rolodex-type card with brief information.

  Time line: TBD

- As appropriate, spokesperson may be asked to be part of group conducting editorial board meetings (see "Editorial Boards" section of overall plan.)

4. **Speakers Program**

Goal: Spokesperson will speak to as many community groups as possible to explain position.

- Provide spokesperson with guide on what kind of groups to seek speaking opportunities, how to contact, what to say to get acceptance, etc. (Or, if budget and time permits, actually provide spokespersons with list of organizations, telephone numbers etc. for their specific market.)

- Use same materials used for issue training. Also provide each speaker with 1) prepared presentation (with simple visual aides), and 2) outline for more information presentation.

- Develop leave behind materials for each spokesperson.

  Time line: TBD

2048582597

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Promote Speakers in Local Markets
(Continued)

5. Follow Up

Goal: Maximize positive media placements.

- Develop simple system for spokesperson to report results of speaking engagements and media contacts. (Perhaps phone in or postcard drop - or provide each spokesperson with a PM/RJR contact to serve as resource...or develop a "help desk" concept.)

- Positive news clips will be gathered and distributed to supporters in each market -- each person will send copy of clip and a short personal letter to their U.S. Congressman and Senator.

Time line: TBD

(Victor Han) Identify appropriate journalists for one-on-one briefings on ETS identify appropriate messengers.

Action: Researching reporters, messengers.

FET:

*Program to have credible speakers able to hit all 50 states, all major markets and state capitals.
*Identified speakers would also author op-eds and the like to augment credibility.
*Speakers trained to obtain platforms, venues (in addition to turn key manual to be developed and supplied.)
*Gain support/help of PM/RJR trade relations, government relations, other resources to identify, contact and recruit potential speakers (retailers, wholesalers, suppliers, growers, smokers rights activists.)
*All must be trained on issue, presentation skills, media.
*Develop national speakers stable of higher profile individuals (think tanks, tax organizations, economists, etc.); determine appropriate venues, mechanism for placement (speakers' own organizations.)
-Develop text, leave behinds, visuals.
-Develop PR support programs. (Cookie cutter approach based on venue, subject matter, key impact issue of focus.)

2048582598

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Promote Speakers in Local Markets
(Continued)

Next Steps:

*All of the above.

ETS:

*We have not gotten to that yet.

Budget:

2048582599

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____Television Interviews

4/2/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review week of March 22, 1993

Description: (consider)

Action:

Budget:

2048582600

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Media / Communications Press Briefings

4/2/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-March 22, 1993

Description: (Get APCO recommendations)

Action:
-Philip Morris

Budget:

2048582601

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Media / Communications__
_____Editorial Boards

4/2/93

Lead Responsibility: **PM:** Victor Han and Burson-Marsteller
RJR: Mark Smith
TI:

ETS ■ FET ■

Time Line:
FET: *Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.
*Submit final plans week of May 17, 1993.
*Initiate program week of May 24, 1993.
ETS: *Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.
*Submit final plans week of May 17, 1993.
*Initiate program week of May 24, 1993.
-Review week of March 22, 1993.

Description: Place senior executives and identified spokesmen with select editorial boards to discuss industry issues: ETS/Excise Taxes. A press kit and "leave behinds" will be necessary.

Action:
FET:
*Meetings targeted at hometown (district) newspapers of key legislators.
*Representatives of local business/labor, fiscal experts, smoker activists comprise team. Possible use of RJR/PM senior management in selected cases.
-Press kit needed.
-Key markets identified by government affairs.
-Meetings to be scheduled.

2048582602

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Editorial Boards
(Continued)

4/2/93

Next Steps:

*Identify newspapers in targeted congressional districts.
*Review past editorial positions.
*Make Go/No Go decision.
*If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

ETS:

*Continue key opinion leader educational outreach program.
*Meetings with targeted key national, state/state capitol and local newspapers.
*Expert panel may include local representation and nationally recognized experts.

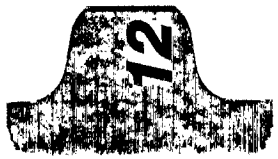
Next Steps:

*Identify newspapers.
*Review past editorial positions.
*Make Go/No Go decision.
*If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

Budget:

2048582603

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000



2048582604

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Message__
_____50 Million Smokers

4/2/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review week of March 22, 1993

Description: Key talking points: (develop)
-Develop "class war" stressing the impact of FET on lower income people.
-Use LuLac data, Randolph Institute data regarding Hispanic/African-Americans

Action:

Budget:

2048382605

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Message__
_____Canada Tobacco Model a Myth

4/2/93

Lead Responsibility: *PM:*
RJR:

ETS ❒ FET ■

Time Line:
-Review week of March 22, 1993

Description: Key talking points: (develop)

Action:
*Consider expanding to other countries
-Philip Morris working

Budget:

2048582606

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Message
Courtesy and Common Sense

4/2/93

Lead Responsibility: PM: Lance Pressl
RJR: Tom Harris

ETS ■ FET ❐

Time Line:
-Review week of March 22, 1993

Description: Develop talking points

Action:
-Clark Judge

Budget:

2048582607

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Message__
_____Hurts Employees

4/2/93

Lead Responsibility: PM:
RJR:

ETS ❒ FET ■

Time Line:
- Review week of March 22, 1993

Description: Key talking points (develop)

Action:

Budget:

2048582608

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Message__
_____Tax Regressive

4/2/93

Lead Responsibility: PM:
RJR:

ETS ❒ FET ■

Time Line:
-Review week of March 22, 1993

Description: Key talking points (develop)

Action:
*Factor in EPI data
-Need to build counter to Earned Income Tax Credit.

Budget:

2048582609

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Message__
_____Breeds Corruption and Black Market

4/49/93

Lead Responsibility: PM:
RJR:

ETS ❒ FET ■

Time Line:
-Review week of March 22, 1993

Description: Key talking points (develop)

Action:

Budget:

2048582610

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582611

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Speeches
ETS Speech

4/2/93

Lead Responsibility: **PM:**
RJR: Clark Judge

ETS ■ FET ❐

Time Line:
-For review March 22-26, 1993

Description: Themes (develop)

Action:

Budget:

2048582612

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Speeches
Junk Science Speech

4/2/93

Lead Responsibility: *PM:* Jim Ramsay
RJR:

ETS ■ FET ❐

Time Line:
-Completed

Description: Speech theme: puts ETS in context of other government scientific blunder (e.g. Alar, chlorination of drinking water, showers)

Speech on file - can be altered/updated to fit specific audience.

Action:
*Speech revised for general use. Finished draft available 4/7/93.
-Speech developed for MAM 2/93.

Budget:

2048582613

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Speeches___
_____ Inventory of Speeches

4/2/93

Lead Responsibility: **PM:** Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Ongoing

Description: PM and RJR to closely coordinate assignments to deliver a consistent message on each speech that is written.

Action:	*Responsibility:*
Tab 3:	
Consumer Outreach - Consumer Data Base:	
-Insert for redemption packages	PM/RJR - in house
Consumer Outreach - Redemption Stuffers:	
-Card on ETS	PM/RJR - in house
-Card on Federal Excise Tax	PM/RJR - in house
Tab 4:	
Business Outreach - Direct Mail to CEO's	
-CEO/CEO letter	PM/RJR - in house
-Attachment with accommodation program description and information on how PM/RJR can help.	PM/RJR - in house
Business Outreach - Business Roundtable:	
-Letter for advising BRT members of threat to business posed by EPA/OSHA indoor air regulation.	Burson-Marsteller
-Talking points for discussions with BRT members.	
-Fact sheet.	

2048582614

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches
(Continued)

	Responsibility:
Business Outreach - Chambers of Commerce:	
-Basic speech, ETS	Clark Judge
-Basic speech, excise tax	Clark Judge
-White paper, ETS	
-White paper, excise tax	
-Speech for Jim Miller (T)	Clark Judge
-Op-ed for Jim Miller (T)	Clark Judge
-Talking points for NY meetings with executive directors	
-Press kit for executive directors	Burson-Marsteller
Business Outreach - National Association of Manufacturers:	
-Letter to NAM members	
-Speech or testimony for senior NAM officials	Clark Judge
-NAM fact sheet	
Tab 5:	
Advocate Outreach - Mass Mailing:	
-Letter with appeal	PM/RJR - in house
-Self-mailer to send to Members of Congress	PM/RJR - in house
Advocate Outreach - Volunteer "Advocates"	
-Phone bank script (Done)	PM/RJR - in house
-Direct mail letter to go to activists	PM/RJR - in house
Tab 6:	
Grassroots Effort - Employees:	
-Communiqué from MAM, WIC or other senior executive to, at a minimum, operating company managers and employee groups contacted by Jay Poole as of 3/6/93	
Grassroots Effort - Suppliers:	
-Letter to senior officer in supplier companies (re: ETS and/or excise taxes)	

2048582615

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches
(Continued)

	Responsibility:
Grassroots Effort - Accommodation -- Hospitality/Industry:	
-Letter to industry leaders	PM/RJR - in house
-Talking points for discussions with industry leaders	PM/RJR - in house
-Fact sheets on economic impact studies	
Grassroots Effort - Accommodation -- Airport:	
-Letter	PM/RJR - in house
-Talking points	PM/RJR - in house
-Fact sheet	PM/RJR - in house
Grassroots Effort - Accommodation -- Workplace:	
-Model policy statement	PM/RJR - in house
-Fact sheet on technical recommendations for upgrading ventilation systems	PM/RJR - in house
-Case studies for publication	PM/RJR - in house
Tab 7:	
Government Affairs - Elected Officials:	
-Letters for contacting officials outside Washington	
-Talking points for staff to staff contact	
-Talking points for appropriate senior executive to official contact	
-Letter for officials outside of Washington to send to Federal officials	
-Talking points for officials outside of Washington to use in discussions with Federal officials	
Government Affairs - Governors:	
-Speeches for governors	Clark Judge
-Talking points for governors	
-White papers for governors	
-Fact sheets for governors	

2048582616

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches
(Continued)

Responsibility:

Government Affairs - Briefings on the Hill:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Senior Management Visits:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Member Assignments:
- -Talking points
- -White papers
- -Fact sheets
- -Follow-up letters

Government Affairs - Coordination with Tobacco Coalition:
- -Letters to senator
- -Talking points for meetings with Senators

Tab 8:

Labor - Strategy -- Tax:
- -Talking points for PM/RJR call on president of BCT
- -Letter for president of BCT to members
- -Sample letter for members to send to Congress and White House
- -Talking points for president of BCT in meeting with Lane Kirkland and other labor leaders
- -Phone bank scripts for appeal to members

Tab 9:

TI Coordination - TI Lobby Plan:
- -Nothing

2048582617

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches
(Continued)

Responsibility:

TI Coordination - TI Educational Packet:
- -Information kit
- -White papers
- -Talking points

Tab 10:

Science, Publicly Challenge EPA Science:
- -Press conference statement — Clark Judge
- -Open letter to the new EPA Administrator
- - Press release for press conference

Science - EPA to Reexamine ETS Study:
- -Fact sheet on paper arguing for reexamination of ETS at EPA

Science - Science Spokesperson:
- -Speeches for spokesperson — Clark Judge
- -Talking points for spokesperson

Science - Presentation to OSHA on ETS:
- -Script for presentation — RJR

Tab 11:

Research - Studies:
- -Press releases announcing study findings
- -Press conference statements
- -Fact sheets based on studies

Research - Position Papers:
- -White paper on ETS
- -White paper on excise taxes

Research - Niagara Institute:
- -Report on tobacco issues in Canada
- -Statement by Institute director
- -Press kits

2048582618

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches
(Continued)

Responsibility:

Tab 12:

Legal - Growers' Law Suit:
- -Nothing

Legal - Briefings on ETS:
- -Talking points, CEO/CEO
- -Letter, CEO/CEO
- -Talking points, General Counsel/General Counsel
- -Letter, General Counsel/General Counsel

Tab 13:

Media/Communications - Press Package:
- -Press kit on ETS
- -Press kit on excise tax

Media/Communications - Plan Ad Campaign:
- -Ad copy

Media/Communications - Radio Talk Shows:
- -Talking points for briefings — Clark Judge
- -Fact sheets for briefings — Clark Judge

Media/Communications - Promote Speakers in Local Markets:
- -Letter to set up speaking engagement
- -Talking points for calls setting up engagement
- -Press release announcing engagement
- -Speech for speaker — Clark Judge

Media/Communications - Television Interviews
- -Talking points for interviews — Clark Judge
- -Press kits — Clark Judge

2048582619

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches (Continued)

	Responsibility:
Media/Communications - Press Briefings:	
-Talking points	
-Press kits	
Media/Communications - Editorial Boards:	
-Talking points	
-Press kits	
Tab 14:	
Message - 50 Million Smokers:	
-Talking points	
Message - Canada Tobacco Model a Myth:	
-Talking points	
Message - Courtesy and Common Sense:	
-Talking points	
Message - Hurt Employees:	
-Talking points	
Message - Tax Regressive:	
-Talking points	
Tab 15:	
Speeches - ETS Speech:	
-Themes statement	Clark Judge
-Speech	Clark Judge
Speeches - Junk Science Speech:	
-Speech	DONE
Speeches - Economic Consequences:	
-Themes statement	Clark Judge
-Speech	Clark Judge

2048582620

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Inventory of Speeches (Continued)

	Responsibility:
Speeches - Excise Taxes:	
-Themes statement	Clark Judge
-Speech	Clark Judge
Speeches - Canada and the Black Market:	
-Themes statement	Clark Judge
-Speech	Clark Judge
Speeches - Basic Speech	
-Themes statement	Clark Judge
-Speech	Clark Judge

Budget:

2048582621

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

Project Speeches
Economic Consequences

4/2/93

Lead Responsibility: **PM:**
RJR: Clark Judge

ETS ❒ FET ■

Time Line:
-For review March 22-26, 1993

Description: Themes (develop)

Action:

Budget:

2048582622

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Speeches__
_____Excise Taxes

4/2/93

Lead Responsibility: **PM:**
RJR: Clark Judge

ETS ❒ FET ■

Time Line:
-For review March 22-26, 1993

Description: Themes (develop)

Action:

Budget:

2048582623

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Speeches_____
_____Canada and the Black Market

4/2/93

Lead Responsibility: **PM:**
RJR: Clark Judge

ETS ❐ FET ■

Time Line:
-For review March 22-26, 1993

Description: Themes (develop)

Action:

Budget:

2048582624

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

_Project_____Speeches_____
_____Basic Speech

4/493

Lead Responsibility: **PM:**
RJR: Clark Judge

ETS ■ FET ■

Time Line:
-For review March 22-26, 1993

Description: Themes (develop)

Action:

Budget:

2048582625

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

2048582626

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000

15

2048582627

Cardinal

Source: https://www.industrydocuments.ucsf.edu/docs/gsfl0000